

COUNTY OF ORANGE

ORANGE COUNTY PUBLIC LIBRARY

2006 BUSINESS PLAN



December 19, 2005



Orange County Public Library

1501 E. ST. ANDREW PLACE, SANTA ANA, CA 92705 (714) 566-3000

JOHN M. ADAMS
COUNTY LIBRARIAN



ALISO VIEJO ♦ BREA ♦ COSTA MESA ♦ COSTA MESA/MESA VERDE ♦ COSTA MESA TECHNOLOGY ♦ CYPRESS ♦ DANA POINT ♦ EL TORO ♦ FOOTHILL RANCH
FOUNTAIN VALLEY ♦ GARDEN GROVE/CHAPMAN ♦ GARDEN GROVE REGIONAL ♦ WEST GARDEN GROVE ♦ IRVINE/HERITAGE PARK REGIONAL ♦ IRVINE/UNIVERSITY PARK
IRVINE/WHEELER RANCH ♦ LA HABRA ♦ LA PALMA ♦ LADERA ♦ LAGUNA BEACH ♦ LAGUNA HILLS TECHNOLOGY ♦ LAGUNA NIGUEL ♦ LAGUNA WOODS ♦ LOS ALAMITOS/ROSSMOOR
RANCHO SANTA MARGARITA ♦ SAN CLEMENTE ♦ SAN JUAN CAPISTRANO REGIONAL ♦ SEAL BEACH/MARY WILSON ♦ SILVERADO ♦ STANTON ♦ TUSTIN ♦ VILLA PARK ♦ WESTMINSTER

To the Patrons, Partners and Friends of the Orange County Public Library:

During Fiscal Year 2004-05, Orange County residents provided their public library system with financial support of approximately \$21 per capita, which placed the Orange County Public Library (OCPL) in the lowest third of public libraries in the State for costs. What did OCPL users get for their money? Consider that:

Our customers borrowed over 6.9 million books, videos, compact discs and other items from their libraries. At an average cost of \$20 per item, this represents a value of \$138,000,000.

Library staff answered over 1.6 million reference questions for users. At the \$5 per question fee charged by some online providers for similar services, this represents a value of \$8,000,000.

182,000 persons attended library programs (including 156,000 children at story-times, puppet shows and other events). At an average cost of \$7.50 for attendance at a movie, this represents a value of \$1,365,000.

Library users logged on for over 475,000 hours of Internet use at OCPL branches. At the \$3 per hour rate charged by local "cyber cafes", this represents a value of \$1,425,000.

Community groups held 3,349 meetings in library meeting rooms. At an average room rental rate of \$100 per meeting, this represents a value of \$334,900.

So from just the items listed above, Orange County residents received a value of over \$149 million for an investment of less than \$30 million!

In 2006, the staff of OCPL will continue to offer information and services to our community at an even higher level. We will begin construction of a new library in Irvine in 2006 and will increase the materials collections at all existing branches. We will also be enhancing user services by providing "e-books" and "books on tape" for download through our state of the art computer system - which added "Wi-Fi" access at all branches in 2005 - and other enhanced user services on a "24/7" basis.

Finally, the caring, personal attention and responsiveness to the needs of customers of all ages that has been a hallmark of the staff of OCPL will continue in future years.

On behalf of the OCPL staff, it is my great pleasure to present this Business Plan for 2006 for the Orange County Public Library.

Sincerely,

John M. Adams
County Librarian

TABLE OF CONTENTS

| | | |
|------|------------------------|----|
| I. | EXECUTIVE SUMMARY..... | 4 |
| II. | VISION..... | 6 |
| III. | MISSION & GOALS..... | 7 |
| IV. | OPERATIONAL PLAN | 10 |
| V. | APPENDICES..... | 17 |

ORGANIZATION CHART.....ATTACHMENT A

MANAGEMENT TEAM

ATTACHMENT B

LABOR MANAGEMENT COMMITTEE.....ATTACHMENT C

BUSINESS PLAN TEAM.....ATTACHMENT D

ACCOMPLISHMENTS.....ATTACHMENT E

I. EXECUTIVE SUMMARY

The 2006 Orange County Public Library (OCPL) Business Plan presents an agenda for continuation and improvement of the library services delivered to the public. Despite the State's economic uncertainties, the organization is in a position to proceed on a relatively stable footing in future years to the benefit of Orange County residents.

Established in 1919 under State Statute by the Orange County Board of Supervisors, OCPL provides library services to residents of 24 cities and the unincorporated area. OCPL's primary revenue source is the local property tax, distributed according to state legislative dictate. OCPL operates under the authority of the Board of Supervisors (Board), with recommendations to the Board on policy and budget issues being provided by the Library Advisory Board, which is comprised of elected officials that serve as representatives from each of the 24 OCPL member cities.

In Fiscal Year 2005-06, the OCPL operating budget totaled \$32,537,462. OCPL fulfills its mission of providing library services to the public by offering the loan and use of information resources, professional assistance in using those resources, and access to other information sources for library users. Special programs for children, teens and adults, adult literacy training and community center functions are also part of OCPL's service program. OCPL operates under an organizational structure in which seven functional areas cooperate to meet the organization's objectives.

OCPL currently operates 33 libraries, an administrative headquarters facility, and an advanced automated system, which provides users with library and general information access from both branch library locations and from remote off-site locations. A number of OCPL functions – from cataloging to janitorial services – have been privatized. The current population served by OCPL is nearly 1.5 million persons. Branch library operations are funded based on an allocation formula that includes tax payments to the Library Fund as a major factor.

In FY 2006-07, OCPL will undertake major actions in almost every area of operations to increase and improve customer services. Citizen access to information (both printed and in electronic formats), branch physical improvements, and service program improvements are all planned to be the subjects of significant changes and enhancements.

Recognizing that provision of information to residents is OCPL's core business, efforts in FY 2006-07 will focus on the need to provide that access in the most effective and contemporary manner possible. Public access to the Internet, first offered in all library branches in 1998, will be enhanced based on overall demand for access in each branch; fuller use of the Internet by the staff assisting the public will also be provided. Actions taken to assure that Internet access for minors will be as safe from objectionable matter as is technologically possible will continue.

Full integration of the new OCPL automated system with state of the art technology such as the capability for users to download “e-books” and audio books will be achieved, including direct text database access for Internet users via the OCPL Website and “24/7” online reference assistance. At the same time, the collection of print materials will be expanded to meet the continuing public demand for new books (OCPL’s circulation count of items loaned has increased 41% in the past ten years).

Library branch facilities will receive attention in the coming year. In 2006 – 07 building improvements and energy efficiency upgrades will be carried out to increase both cost effectiveness and conservation. Construction will be commenced on the Wheeler branch library in Irvine in FY 2006.

Internal operations and efficiency will be improved by a series of actions, including the expansion of a comprehensive training program for staff members utilizing existing County programs, as well as OCPL initiatives and the application of employee Performance Appraisal Programs to link individuals' performance goals to departmental objectives. The increased utilization of volunteers will provide staff support and substantial Internet use training for the public. The contributions of OCPL’s Friends of the Library groups will continue to enhance and expand County funded library services.

Finally, work with the Library Advisory Board will proceed to achieve the maximum amount of involvement and input from member cities and develop a long-range strategy for specific future service enhancements.

During 2005, OCPL continued to expand and improve services to County residents. Items borrowed totaled 6,913,954 loans (a new all time record); attendance at programs increased by over 15,000 persons from the previous year (an increase of 10%); “Wi-Fi” access to the library network was added at all branches; and new tutoring locations were added for the READ/OC adult literacy program.

In coming years, OCPL will be required to deal with changes in user demographics, legislative actions and technological advances. Future revenue factors will include not only the local economy and tax receipts but also possible actions by State government. While public libraries are frequently judged to be municipal service responsibilities, member cities have affirmed that their residents' best interests are served by remaining part of the OCPL system. With this context of voluntary participation, OCPL is well positioned to proceed toward meeting the technological and service challenges of the coming years.

II. VISION

The Orange County Public Library (OCPL) is dedicated to the proposition that humanity is capable of improvement. The Library's Vision, Mission Statement and specific Goals support the belief that if County residents are able to access the information, data and intellectual content of our culture and heritage, they will be better able to make the decisions that form their lives and the community's future. More access to this information and data, as delivered by OCPL and facilitated by the Business Plan goals, will therefore enhance the quality of County residents' lives.

VISION STATEMENT

The Orange County Public Library will enhance the quality of life for all County residents by offering access to information that will meet all their cultural, civic, business and life-long learning needs. OCPL will provide a framework for the delivery of relevant resources meeting their educational needs to residents of all ages in all member communities through a network of locally focused libraries. A knowledgeable, service oriented staff will provide access to information, books and other materials in a variety of formats utilizing contemporary technology which will encourage and foster reciprocal community involvement to educate, inform and enrich the lives of a diverse population.

III. MISSION & GOALS

MISSION STATEMENT

To enhance the quality of life for County residents by offering access to information and other resources for leisure opportunities, learning, business and community interaction.

GOAL #1: PROVIDE OPPORTUNITIES FOR THE POPULATION TO MEET THEIR LEARNING AND LEISURE NEEDS THROUGH A VARIETY OF MEDIA AND DELIVERY SYSTEMS

Key Outcome Measure: Customer satisfaction and utilization of Library Services

| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
|---|---|---|---|
| What: Measures amount of use by the public of library products and services | <ul style="list-style-type: none">➤ 6,913,954 items borrowed➤ 156,000 children attended programs | <ul style="list-style-type: none">➤ 7,052,233 items borrowed (+2%)➤ 163,800 children attended programs (+5%) | <ul style="list-style-type: none">➤ 7,193,278 items borrowed (+2%)➤ 168,714 children attended programs (+3%) |
| Why?: | Identifies quantity of delivered services. | | |
| How are we doing?: | Increases achieved in both areas. | | |

MISSION & GOALS (CONT.)

| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
|--|--|---|---|
| What: Maintain and increase public service hours at branch libraries | <ul style="list-style-type: none"> ➤ All service hours maintained ➤ Planning for future increases undertaken | <ul style="list-style-type: none"> ➤ All service hours maintained ➤ Hours increased at four locations | <ul style="list-style-type: none"> ➤ Maintain service hours at all locations |
| Why?: | Identifies availability of public services | | |
| How are we doing?: | Achieving goal | | |

| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
|---|---|--|--|
| What: Measures customer use of new technology to receive service products | <ul style="list-style-type: none"> ➤ 475,000 hours of Internet access provided to the public ➤ 828,000 remote Website connections | <ul style="list-style-type: none"> ➤ 525,000 hours of internet access provided to the public ➤ 996,000 remote Website connections (20% increase) | <ul style="list-style-type: none"> ➤ 550,000 hours of internet access provided to the public ➤ 1,095,800 remote Website connections (10% increase) |
| Why?: | Identifies return on technology investment | | |
| How are we doing?: | Public response exceeding projections | | |

MISSION & GOALS (CONT.)

GOAL #2: **PROMOTE AND FACILITATE COMMUNITY
INTERACTION IN LEARNING, CULTURAL AND
RECREATIONAL ACTIVITIES**

Key Outcome Measure: Progress in constructing library facilities on schedule and within budget.

| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
|---|---|---|----------------------------|
| What: Measures our ability to complete construction plans providing facilities for library activity | ➤ Completed design of Wheeler branch | ➤ Conducted bid, re-design and re-bid of Wheeler Branch | ➤ Construct Wheeler Branch |
| Why? | Growing population requires increased library infrastructure | | |
| How are we doing? | Unforeseen increases in construction costs required redesign and re-bidding and resultant delay | | |

IV. OPERATIONAL PLAN

Formatted: Bullets and Numbering

CLIENTS

Potentially, all residents of the OCPL service area may be recipients of library services. Non-registered borrowers may visit library facilities and use materials and services in the building, and other persons may indirectly receive library services via research done at libraries by the news media, employees, or family members, etc.

A description of the recipients of the services provided by the Orange County Public Library is similar to demographics of the County as a whole, since the library serves the general public of all ages, from birth through the senior years, in 24 cities, and all unincorporated areas of the County.

The population for which OCPL is responsible is 1,459,866. Service recipients are located throughout Orange County, in all unincorporated areas and in those cities which are members of OCPL: Aliso Viejo, Brea, Costa Mesa, Cypress, Dana Point, Fountain Valley, Garden Grove, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, La Habra, La Palma, Lake Forest, Los Alamitos, Rancho Santa Margarita, San Clemente, San Juan Capistrano, Seal Beach, Stanton, Tustin, Villa Park, and Westminster. OCPL has reciprocal borrowing agreements with all other Orange County public libraries except those in the cities of Huntington Beach and Santa Ana.

OCPL libraries provide books, periodicals, online data bases, internet access, reference assistance, programs and other information sources to meet the learning, recreational, business, cultural and civic involvement needs of users of all ages.

CHALLENGES

Providing information sources that are current and relevant to the needs of users is a challenge OCPL meets by adding new materials and resources to its collections on a continuing basis and by reviewing existing resources for currency. Individual branches must work to remain responsive to the specific needs of their service populations, and meet this challenge in part by utilizing the suggestions and recommendations of library patrons and the elected officials in those communities through the Library Advisory Board. Providing access to Library services must be done through contemporary technology meeting the expectations of the user population, requiring continual upgrading of the Library's technology infrastructure. OCPL is experiencing tremendous growth (over 800% increase in five years) in public use of the Library website.

OCPL must monitor changing community demographics and remain responsive to user needs in terms of languages included in our collections. Based on customer requests and demographic data Arabic, Farsi and Russian language materials are being added to the collection, which already includes materials in Spanish, Vietnamese, Chinese, and Korean, as well as English.

The Library also must strive to tie its overall service plan to the individual performance of staff members, and meets this requirement by linking individual staff members' efforts to the Business Plan and overall objectives through the established employee Performance Appraisal Programs.

OCPL is a separate fund under the Board of Supervisors and operates at zero net County cost. Therefore, the department is reliant for its revenues primarily on local property taxes as distributed under State law. The economic conditions and State budgetary shortfalls may cause a significant issue for OCPL due to possible re-distribution of tax monies by the State and further reduction to the Public Library Foundation Act funding from the State, which was cut by more than \$1.6 million over the past four years. OCPL will closely monitor developments in this area and will adjust spending plans as needed to maintain a balanced budget without drawing upon department reserves.

RESOURCES

In meeting the needs of Library users, OCPL draws upon the talents of approximately 600 full and part-time employees (as well as over 1,000 community volunteers), who provide services from 33 branch libraries. Acquisitions, cataloging, facilities management, purchasing, human resources and other centralized services are managed from the Library Headquarters facility. Currently, over 2.6 million books are available from OCPL branches. The Library's automated system, which keeps track of circulation records and provides access to online databases and the internet, is housed at the County Data Center and connected via a high-speed network to all service outlets.

Property taxes currently account for 85 percent of the OCPL recurrent revenues. California Revenue and Taxation Code Section 95, as part of AB8 legislation, established County Free Libraries as Special Districts for property tax distribution purposes. The Library Fund is a distinct and separate fund in County government.

Charges for services, which include fines and fees, account for an additional four percent of recurring OCPL revenues. The remaining OCPL revenues consist of grants, donations, interest, and miscellaneous revenue.

OCPL has utilized Community Facilities (Mello-Roos) Districts and developer agreements to fund construction and equipping of the Rancho Santa Margarita, Aliso Viejo, Foothill Ranch, Wheeler (Irvine) and Ladera Ranch branch libraries.

STRATEGIES TO ACCOMPLISH GOALS

| GOAL #1: PROVIDE OPPORTUNITIES FOR THE POPULATION TO MEET THEIR LEARNING AND LEISURE NEEDS THROUGH A VARIETY OF MEDIA AND DELIVERY SYSTEMS | |
|---|--|
| Strategies | <ul style="list-style-type: none">➤ Add 80,000 volumes to the materials available for public use➤ Add Arabic, Farsi and Russian language materials to the collection➤ Maintain wireless access for patron PCs, PDAs, etc, in branches➤ Introduce downloading opportunities for “e-books” and audio books for the public from OCPL’s resources➤ Expand public utilization of OCPL Website remote access by the public |

| GOAL #2: PROMOTE AND FACILITATE COMMUNITY INTERACTION IN LEARNING, CULTURAL AND RECREATIONAL ACTIVITIES | |
|--|---|
| Strategies | <ul style="list-style-type: none">➤ Begin construction of Wheeler Branch Library (Irvine)➤ Upgrade Energy Management Systems at branches, within available financing➤ Continue retrofitting lighting fixtures in branches➤ Perform controlled facilities needs inspections at branches |

KEY OUTCOMES MEASURES

GOAL #1 STRATEGIES

| ADD 80,000 VOLUMES TO THE MATERIALS AVAILABLE FOR PUBLIC USE | | | |
|---|---|-------------------------------------|----------------------|
| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
| What?: Number of items added | ➤ Added 72,237 items | ➤ Add 66,000 items | ➤ Add 80,000 items |
| Why?: | Measures how many new resources are provided to users | | |
| How are we doing?: | Acquisition rate for 2005-06 was lower due to inflation; 25% increase in materials budget will allow for increase in FY 2006 - 07 | | |

| ADD ARABIC , FARSI AND RUSSIAN LANGUAGE MATERIALS TO THE COLLECTION AVAILABLE TO THE PUBLIC | | | |
|--|---|-------------------------------------|----------------------------------|
| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
| What: Number of items added | ➤ Added 200 items in each language | ➤ Add 100 items in each language | ➤ Add 100 items in each language |
| Why?: | Measures how many resources are added to collection | | |
| How are we doing?: | Currently on schedule | | |

KEY OUTCOMES MEASURES – GOAL #1 STRATEGIES (CONT)

| MAINTAIN WIRELESS ACCESS FOR PATRON PC'S, PDAS, ETC, IN BRANCHES | | | |
|---|--|---|---|
| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
| What?: Fund, select and install new systems and enhancements | ➤ Installed “Wi-Fi” wireless access in all branches. | ➤ Upgrade departmental active directory | ➤ Install e-book resources and access in branches |
| Why?: | Measures success in meeting implementation targets | | |
| How are we doing?: | On schedule | | |

| MIGRATE STAFF AND PATRON ONLINE ACCESS TO WINDOWS XP OPERATING SYSTEM | | | |
|--|---|-------------------------------------|----------------------|
| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
| What?: Percentage of terminals converted | Migrate to Windows XP | ➤ Complete migration to XP | ➤ Operate Windows XP |
| Why?: | Measures progress for migration of 700 computer terminals | | |
| How are we doing?: | On schedule | | |

KEY OUTCOMES MEASURES – GOAL #1 STRATEGIES (CONT.)

| EXPAND PUBLIC UTILIZATION OF OCPL WEBSITE REMOTE ACCESS BY THE PUBLIC | | | |
|--|--|-------------------------------------|------------------------|
| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
| What?: Number of online connections | ➤ 840,166 connections | ➤ 936,000 connections | ➤ 1,105,00 connections |
| Why?: | Measures public use of service | | |
| How are we doing?: | Experiencing 12% increase in current fiscal year | | |

KEY OUTCOMES MEASURES (CONT.)

GOAL #2 STRATEGIES

| BEGIN CONSTRUCTION OF WHEELER BRANCH BY APRIL 1, 2006 BEGIN SYSTEMWIDE ENERGY EFFICIENCY UPGRADE BY JULY 1, 2005 | | | |
|---|---|--|---|
| Performance Measure | FY 04-05 Results | FY 05-06 Anticipated Results | FY 06-07 Plan |
| What?: Completion of projects on schedule and within budget | ➤ Wheeler branch designed | ➤ Wheeler branch bid, re-design begun, 1/05 ➤ Energy upgrade plan completed, 1/05 | ➤ Wheeler branch construction begins, 6/06 ➤ Energy upgrade underway, as of 7/05 |
| Why?: | Measures success in efficiently meeting user expectations | | |
| How are we doing?: | Projects currently on schedule | | |

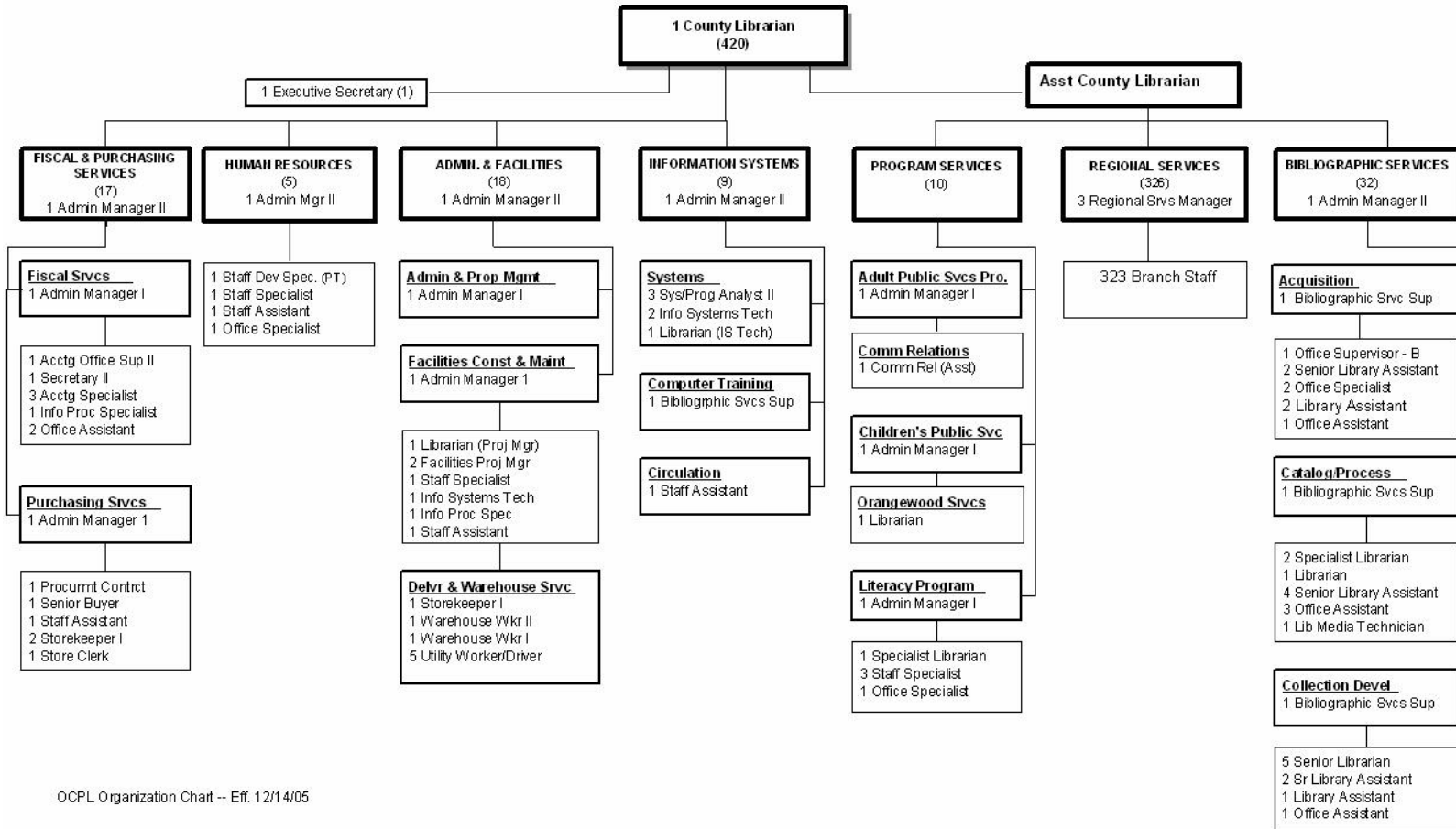
V. APPENDICES

Formatted: Bullets and Numbering

See attached documents:

| | |
|---------------------------------|--------------|
| ORGANIZATION CHART. | ATTACHMENT A |
| MANAGEMENT TEAM | ATTACHMENT B |
| LABOR MANAGEMENT COMMITTEE..... | ATTACHMENT C |
| BUSINESS PLAN TEAM | ATTACHMENT D |
| ACCOMPLISHMENTS..... | ATTACHMENT E |

ORANGE COUNTY PUBLIC LIBRARY



OCPL Organization Chart -- Eff. 12/14/05

APPENDIX B — MANAGEMENT TEAM

| Management Team Member | Position Title |
|-------------------------------|--|
| John Adams | County Librarian |
| Helen Fried | Assistant County Librarian |
| Christine Eastwood | Director, Administration & Facilities |
| Clyde Gamboa | Director, Information Systems |
| Linda Nguyen | Director, Human Resources |
| Dave Sankey | Director, Fiscal & Purchasing Services |
| Lynn Eisenhut | Southern Regional Manager |
| Dan Josslin | Northern Regional Manager |
| Georgia Weddle | Central Regional Manager |
| Laura Peters | Manager, Purchasing Services |
| Steve Siemion | Manager, Fiscal & Business Services |
| Marcia Tungate | Program Administrator, Literacy Services |
| Sharon Henegar | Program Administrator, Children Services |
| Renee Welling | Program Administrator, Adult Services |

(Rev. 12-14-05)

APPENDIX C – LABOR MANAGEMENT COMMITTEE

| LABOR MANAGEMENT COMMITTEE | POSITION TITLE |
|-----------------------------------|---------------------------|
| Linda Nguyen | Director, Human Resources |
| Dan Josslin | Northern Regional Manager |
| Tangela Barnes | Specialist Librarian/READ |
| Georgia Weddle | Central Regional Manager |
| Loretta Farley | Senior Branch Librarian |
| Lou Porras | OCEA |

(Effective 12-14-05)

The OCPL Labor Management Committee met several times during the year to discuss workplace issues and develop a communication plan.

APPENDIX D — BUSINESS PLAN TEAM

| Business Plan Team | Position Title |
|---------------------------|--|
| John Adams | County Librarian |
| Helen Fried | Assistant County Librarian |
| Christine Eastwood | Director, Administration & Facilities |
| Clyde Gamboa | Director, Information Systems |
| Linda Nguyen | Director, Human Resources |
| Dave Sankey | Director, Fiscal & Purchasing Services |
| Lynn Eisenhut | Southern Regional Manager |
| Dan Josslin | Northern Regional Manager |
| Georgia Weddle | Central Regional Manager |
| Laura Peters | Manager, Purchasing Services |
| Marcia Tungate | Program Administrator, Literacy Services |
| Sharon Henegar | Program Administrator, Children Services |
| Renee Welling | Program Administrator, Adult Services |
| Laura Lynch | Executive Secretary |

(Rev. 12-14-05)

APPENDIX E — ACCOMPLISHMENTS

| <i>ANTICIPATED ACCOMPLISHMENTS</i> | |
|--|---|
| <i>Goals:</i> | <i>Progress:</i> |
| Increase children's program attendance by 9% | Attendance increased by 9.5%, for a total of 156,000 children |
| Increase internet use total hours by 5% | Increase is projected for 12%, to 570,000 hours |
| Install "Wi-Fi" in all branches | Completed on schedule |
| Complete design and plans check for Wheeler Branch Library | On target to start construction in second quarter of 2006 |

(Rev. 12-14-05)

| <i>ADDITIONAL AND UNANTICIPATED ACCOMPLISHMENTS</i> |
|---|
| Conducted fundraising drive for Hurricane Katrina victim library |
| Fifth cycle of Performance Incentive Program completed |
| Expanded hours at Aliso Viejo, San Clemente, Garden Grove Regional and Laguna Woods branches. |
| Revised Allocation Formula with Library Advisory Board |
| Young Adult Programming series successfully expanded with a program attendance of over 7,000 teenagers Countywide |

(Rev. 12-14-05)